



Bradley R. Byrne
Chancellor

Department of Postsecondary Education
Post Office Box 302130
Montgomery, AL 36130-2130
t 334.242.2900
f 334.242.2888
www.accs.cc

November 5, 2008

Dr. Greg Fitch, Executive Director
Alabama Commission on Higher Education
Post Office Box 2000
Montgomery, Alabama 36130-2000

Dear Dr. Fitch:

At its September 25, 2008 meeting, the State Board of Education approved a resolution regarding the separation of Enterprise-Ozark Community College to form Enterprise Community College and Alabama Aviation College. Please find enclosed the Comprehensive Separation Plan as required by ACHE guidelines. I would like to respectfully request that this item be included on the Commission meeting agenda on December 12, 2008.

If you have any question regarding this matter, please contact me if you have any questions regarding this matter.

Sincerely,


Bradley R. Byrne
Chancellor

/tj

Enclosure

cc: Dr. Nancy Chandler
Dr. Pamela Arrington
Ellen Haulman
Margaret Pearson

education works.

Governor Bob Riley President	Randy McKinney District 1 Vice President	Betty Peters District 2	Stephanie Bell District 3	Ethel Hall District 4 Vice President Emerita	Ella B. Bell District 5	David F. Byers Jr. District 6	Sandra Ray District 7	Mary Jane Caylor District 8 President Pro Tem
---------------------------------	--	----------------------------	------------------------------	---	----------------------------	----------------------------------	--------------------------	---

Comprehensive Separation Plan

Enterprise-Ozark Community College

Nancy W. Chandler, Interim President

ENTERPRISE-OZARK COMMUNITY COLLEGE COMPREHENSIVE SEPARATION PLAN

INTRODUCTION

In 2003 the Alabama State Board of Education approved the reorganization of the aviation unit of George C. Wallace Community College in Dothan with Enterprise State Junior College, to form Enterprise-Ozark Community College (EOCC). Today, EOCC is comprised of the following:

- The **Enterprise Campus** is the administrative unit of EOCC and offers academic transfer programs, occupational programs, distance education classes, dual enrollment classes, adult education programs, and non-credit Training for Existing Business and Industry.
- The **Aviation Campus at Ozark** is the original site of the aviation unit and offers courses for avionics and aviation degrees and certificates and provides management for the other aviation sites including credit programs, dual enrollment initiatives, and non-credit training in aviation and related areas.
- The **Fort Rucker Site** is located on the Army post and offers classes for soldiers, their family members, and civilians.
- The **Aviation Center at Mobile**, located at Brookley Field, offers courses for avionics and aviation degrees and certificates and dual enrollment programs in aviation.
- Andalusia, Alabama is home to the first off-campus site to be opened for teaching dual enrollment. The **Andalusia Site** has added classes for adults to its program. Students can earn a Short Term Certificate in Aviation Structures.
- The **Headland High School Site** opened in fall 2008 with aviation maintenance courses only for dual enrollment students.
- The **Albertville Site** is located in Albertville and will open with classes in aviation Spring 2009

Since the reorganization, EOCC has struggled to form a unified institution that would not only meet Alabama's workforce development needs in aviation but would also meet the Alabama Community College System's three point mission to provide a liberal arts transfer program, meet other workforce development needs, and provide adult education programs in

its service area. Each year this struggle has become more acute and the demands of the two former units more divergent. Recognizing these diverging demands and the increasing financial demands of Enterprise-Ozark Community College, in December 2007 Bradley Byrne, Chancellor of the Alabama Community College System, made a bold and visionary recommendation to the Alabama State Board of Education, charged with the oversight of the Alabama Community College System, to separate Enterprise-Ozark Community College into two independent postsecondary colleges. During its December 13, 2007 meeting the Alabama State Board of Education accepted the Chancellor's recommendation to seek external funding from the Alabama Legislature for this initiative to create the Alabama Aviation College and Enterprise State Community College.

Two college presidents have lead this process using seven planning initiatives to reform the units into two independent institutions capable of meeting the distinct charge of each institution. The separation initiative was begun fall 2007 under the leadership of Dr. Stafford L. Thompson. Dr. Thompson retired June 30, 2008, and Dr. Nancy W. Chandler assumed the charge as Interim President effective July 1, 2008.

The seven planning initiatives which have guided and will continue to guide the separation process are:

- I. Implement the directive of the Alabama State Board of Education
- II. Support the state-wide postsecondary goals of the Alabama Commission on Higher Education and the goals for workforce development established by the Governor's Office on Workforce Development
- III. Meet the expectations and economic needs of the two institutions' communities
- IV. Obtain and maintain accreditation

- V. Expand, refine and redefine the Instructional Program of EOCC into separate programs for the Alabama Aviation College and Enterprise State Community College without duplication or proliferation of programs
- VI. Guided by each institution's mission and goals, develop an efficient organizational infrastructure for each institution based on realistic enrollment projections and financial planning
- VII. Operate with financial responsibility and integrity

These seven planning principles serve as the outline for this comprehensive separation plan, which is both a progress report and a guide on milestones yet to be accomplished.

I. Implement the directive of the Alabama State Board of Education

The Alabama State Board of Education, at its meeting on September 25, 2008, approved Action Item Number VIII.A.7: *The Separation of Enterprise-Ozark Community College from its Aviation Instructional Sites to form Enterprise State Community College and Alabama Aviation College*. The need for this separation of units was identified by analyzing data from businesses and industries, employment reports, student data, and community and state leaders. This Action Item requires that the interim president inform all interested parties of the separation. As required in the Action Item, notification has been given to the Commission on Colleges of the Southern Association of Colleges and Schools (November 9, 2007), application has been submitted for accreditation for the Alabama Aviation College through the Council on Occupational Education (September 16, 2008), and acceptance of the intent has been granted by the Alabama Commission on Higher Education (September 19, 2008). Furthermore, the Federal Aviation Administration was informed (June 18, 2008) as was the U.S. Department of

Education (September 30, 2008). All of the aforementioned entities have given preliminary approval for the separation.

Also required in the Separation Action Item is the development of a comprehensive plan for the separation, which this document provides. In July 2008, the Interim President formed the Unit Separation Team (US Team) comprised of the following staff and administrators from the Enterprise Campus and the Ozark Aviation Campus. The charge to this steering committee is to plan, implement, and evaluate all phases of the separation process.

Dr. Nancy Chandler, Chair	Interim President
Dr. Judy Miller	Dean of Instruction (Enterprise)
Ms. Alonzetta Landrum-Sims	Dean of Finance and Administration
Mr. Gary Deas	Interim Dean of Student Services (Enterprise)
Mr. Tom Kirk	Interim Dean of Instruction and Student Services (Aviation College)
Dr. Sue Baum	Director, Information Technology
Ms. Susan Steck, Recorder	Director of Institutional Advancement

II. Support the state-wide postsecondary goals of the Alabama Commission on Higher Education and the goals for workforce development established by the Governor's Office on Workforce Development

Along with the information from the Separation Action Item, the US Team also reviewed the *State Plan for Alabama Higher Education: 2003-04 to 2008-09* prepared by the Alabama Commission Higher Education (ACHE). This separation of units will enable the two distinct institutions to more efficiently meet the State Plan's goals than the combined unit has historically been able to do. Specifically support of the following goals will be enhanced.

- **Access:** The two new colleges, Enterprise State Community College (ESCC) and the Alabama Aviation College (AAC), will—independently and cooperatively—seek to improve the educational levels of all citizens by providing a sound educational foundation, dual enrollment and accelerated enrollment, distance learning, financial aid, articulation and transfer, and improved retention through graduation.

- **Cooperation:** The colleges will respond to the educational needs of all citizens regardless of status, race, religion, or age. The colleges will also develop partnerships with local education agencies, higher education, government agencies, and businesses and industries to ensure accessibility to postsecondary education, to provide a trained workforce, and to enhance the quality of life of the communities they serve.
- **Quality:** The colleges will strengthen their instructional programs, continuously assess their effectiveness, and maintain high standards of academic quality.
- **Resources:** Through the quality of their programs and services, the colleges will enhance Alabama's ability to compete economically in the region.
- **Workforce Development:** Both the Alabama Aviation College and Enterprise State Community College will strengthen their current technical and career programs of study, offered for college credit and/or through the Training for Existing Businesses and Industries program, to develop a world-class, technologically skilled workforce, and to provide students with technical career programs that lead directly to employment.

ACHE's last goal, related to Workforce Development, is echoed in the goals of the *2008-2009 Alabama Strategic Plan for Workforce Development*: (1) to help individuals prosper by obtaining and retaining successful employment; and (2) to help employers prosper by obtaining and retaining skilled employees. Both colleges created by this separation will continue to maximize their responsiveness to workforce needs to ensure that Alabamians have multiple education and training options preparing them for entry-level and advanced career opportunities.

III. Meet the expectations and economic needs of the two institutions' communities

In preparation for the separation of units, the Interim President meets with leaders of the communities, local governments, local education agencies, and community organizations in and around the various locations of the two colleges to be created. In these meetings she seeks information about community needs and provides assurances that the separation will

strengthen the services provided to the communities. Results of the meetings include the following.

- Plans are being formulated for both AAC and ESCC to participate in the Early College Enrollment Program (ECEP) to offer expanded college opportunities to students desiring a technical education.
- Dual enrollment offerings have been expanded.
- Enhancements for the non-credit Training for Businesses and Industries have been identified.
- Applications for funding have been submitted to Region 10 of the Governor's Office of Workforce Development and to the H-1B High Growth-High Demand initiative of the Workforce Development Division of Alabama Department of Economic and Community Affairs.
- A new aviation training program is being planned that will provide for mobile training units to move into any region of the state, complete a training module, and then move to another location.

Also resulting from these meetings as well as the reviews of the State Board Action Item, ACHE's state-wide plan, and the Governor's Office of Workforce Development Plan, the US Team has worked to accurately explain why the new colleges should exist and what they hope to achieve. These explanations form the mission statements for the new institutions.

The mission statement for the Alabama Aviation College was drafted by the US Team, reviewed several times by the faculty and staff of AAC, and adopted in August 2008 by that faculty and staff. It states,

"The mission of the Alabama Aviation College, a public two-year college serving the state of Alabama, is to prepare maintenance and service technicians for the aviation industry."

The US Team and ESCC faculty and staff reviewed the current EOCC mission statement and concluded that it should be carried over to the new institution.

"The mission of Enterprise State Community College is to offer educational opportunities for personal growth and fulfillment, enhance the quality of life in the region, and promote economic growth."

Another issue related to meeting the expectations and economic needs of the two institutions' communities is that of their service areas, *i.e.*, the geographic locations to be used in marketing and recruiting students. In the case of the Alabama Aviation College, the service area for the aviation programs is stated in the Mission, "serving the state of Alabama." While this service area applies to their aviation program, the avionics program will have the same service area as Enterprise State Community College.

The service area for ESCC will not change initially from that of EOCC—serving citizens in Coffee, Dale, Geneva, and Pike Counties, with some sharing of these counties with George C. Wallace Community College (Dothan) and Lurleen B. Wallace Community College. This is the same service area as that of the former Enterprise State Junior College except for the addition of the State-wide mission of aviation. At the appropriate time, ESCC's service area must be addressed. It is essential for ESCC to expand its technical programs; therefore, it is not realistic to share its home county for the Enterprise Campus with Lurleen B. Wallace State Community College (Andalusia) for technical education.

Also related to this planning initiative is the action of the Alabama Commission on Higher Education. In its meeting of September 19, 2008, the Commission voted to "1) accept the notice of intent from the Alabama Department of Postsecondary Education to separate

Enterprise-Ozark Community College into two separately accredited units and 2) approve the attached review guidelines and procedures.” Below are Requirements established by the Commission along with explanations as to how the new colleges will meet those requirements regarding the expectations and economic needs of the communities.

ACHE Requirement III: Documentation of specific educational benefits to be derived from the establishment of the new two-year institution[s] must be presented. [NOTE: ACHE Requirements I and II are discussed in V. *Expand, refine and redefine the Instructional Program of EOCC*, beginning on page 13 of this Plan.]

The separation will allow both institutions to use a more focused planning process for developing the educational programs that meet the economic development goals.

Alabama Aviation College

Graduates of the College's Aviation Maintenance Technology program can be placed in positions that offer high wage salaries. The educational benefits to students are evident from the concentration and focus on aviation and the aviation industry. Highly skilled instructors at AAC will be able to teach in excellent facilities to students at a college with a statewide mission.

With a Federal Aviation Administration Airframe & Powerplant Certificate, graduates have the opportunity to work anywhere in the world they choose. The outlook for future employment in the Aviation Maintenance field is excellent, the FAA forecast for employment through 2020 predicts substantial growth in all areas of aviation including network carriers, regional airlines, general aviation, and work with military contractors locally and globally.

Enterprise State Community College

The establishment of Enterprise State Community College as an autonomous institution will be of great educational benefit to the people of the service area for the College. As an

institution of long standing and one held in high esteem for excellence, Enterprise State Community College will continue to offer academic transfer courses and two-year associate degrees to area students who otherwise would not be able to afford college.

The College will also continue to work with State four-year institutions to promote good relations and ease of course transfer. Enterprise State Community College will also have the opportunity to develop more technical programs. In fact, College faculty and staff currently are making plans and acquiring resources to offer short-term certificates in programs that would prepare students for high-skill, high-wage jobs in local industry. Additional funding for the development of these technical programs will be essential.

ACHE Requirement IV: Evidence must be presented of economic and/or societal benefits in the establishment of the new unit[s] of instruction.

Because both new institutions will focus on their own, specific missions, each will be able to implement the programs that will help students enter and advance in careers that offer better wages and benefits.

Alabama Aviation College

The aviation industry is one of the fastest growing industries in Alabama and has a significant impact on the economy of the state. The Alabama Department of Industrial Relations anticipates an annual average of 4,100 aviation job openings around the state through 2012. Annual salaries for experienced Airframe and Powerplant (A&P) certified mechanics often range from \$50,000 - \$75,000. In addition, benefits are excellent and often include flight privileges, vacation, life and health insurance, and retirement benefits. These

salaries and benefits will allow families to increase their standard of living, pay taxes, own homes, have better healthcare, and will encourage greater civic participation.

Enterprise State Community College

With the changing economy, many workers are uncertain of their future. Education should remain a viable part of our country's plan to weather the storms of economic lows and highs. By increasing the number of technical programs, Enterprise State Community College will be helping to educate and upgrade the skills of the local workforce as the need arises. Flexibility will be taken into account as local industry demands ebb and flow. Short-term certificate programs that target the exact needs of the workforce will be very useful in maintaining economic growth.

IV. Obtain and maintain accreditation

The effect of the separation of units on accreditation has been of paramount importance from the initial concept of the separation. In fact, to assure the Southern Association of Colleges and Schools (SACS) of full cooperation, Chancellor Byrne notified SACS of the intent to separate in November 2007, one month before the Alabama State Board of Education took its initial action to request funding for the separation from the Alabama Legislature.

One of the first actions taken by the US Team was an intensive review of the Core Requirements and Standards for accrediting the Alabama Aviation College by SACS' Commission on Colleges. When it was determined that the SACS process would slow the separation by up to two years because of requirements to complete a full planning/evaluation cycle and to provide an audited financial statement, the US Team, with approval from the Chancellor, began

applying for accreditation through the Commission on Occupational Education (COE).

Communications with COE staff revealed that AAC could receive initial accreditation as early as June 2009 using their alternate procedure. The application was submitted on September 16, 2008.

At the same time the Interim President was discussing with SACS personnel the process of accrediting AAC, she was informed by SACS that SACS considers this process to be a substantive change for ESCC. The College was already working on an application for a Substantive Change due to the growth in courses offered through distance education. A decision was made to incorporate ESCC's distance learning Substantive Change with the information about the separation.

Because two separate accrediting agencies will now be involved, the Interim President expanded the US Team. She charged the AAC Subcommittee with completing the COE Application process and the ESCC Subcommittee with completing the SACS Substantive Change Application. Also, both subcommittees will continuously review the organizational structures of the new colleges. The subcommittees are comprised of the following personnel.

AAC Subcommittee	ESCC Subcommittee
Mr. Tom Kirk Interim Dean of Instruction & Student Services Ms. Veronica Crock Director of Institutional Research & Planning Mr. Jay Harbert Director of the Aviation Division Ms. Teresa Pearcy Registrar Dr. Oretha Harper Coordinator of Guidance Services Mr. Joey Holley Recruiter	Mr. Terry Spicer Assistant to the President Dr. Judy Miller Dean of Instruction Ms. Alonzetta Landrum-Sims Dean of Finance & Administration Mr. Gary Deas Interim Dean of Student Affairs Mr. Harvey Watt Associate Dean of Fort Rucker Site/Special Projects

AAC Subcommittee

Mr. Marvin Horne
Director of Extended Programs
[Business Manager – to be hired]
[Instructor – to be appointed]
Ms. Ann Spence
Secretary to the Dean of Instruction &
Student Services

ESCC Subcommittee

Mr. Carl Holbrook
Director of Extended Programs
Dr. Jean Johnson
Division Chair of Fine Arts and
Director of Distance Education

Dr. Sue Baum, Director of Information Technology
Ms. Susan Steck, Director of Institutional Advancement
Dr. Nancy Chandler, Interim President

Following is a timeline for the COE Accreditation and SACS Substantive Change.

Target Date	Milestone	Date Completed
12/2007	Notice to State Board of Education by Chancellor of intent to separate Enterprise Ozark Community College into the Alabama Aviation College and Enterprise State Community College	12/13/2007
1/2008	ADPE notifies the Commission on Colleges of the Southern Association of Colleges and Schools of intent to separate	11/9/2007
7/2008	Approval granted by Commission on Colleges to maintain accreditation of both units while the Aviation unit seeks Commission on Occupational Education	8/19/2008
	College notifies Federal Aviation Administration of Change in College president	7/17/2008
	College notifies Federal Aviation Administration of intent to separate	6/18/2008
9/2008	College submits to Commission on Occupational Education intent to seek accreditation	9/16/2008
	ADPE submits to ACHE approval of Phase I: intent to separate and Guidelines and Sequential Procedures	9/19/2008
	ADPE submits to State Board of Education request to approve intent to separate	9/25/2008
	College notifies Federal Aviation Administration of personnel changes for the Aviation Unit	9/15/2008
11/2008	College submits to ADPE comprehensive plan for separation including a plan to provide services to respective communities and a plan for the division of EOCC approved programs between the institutions	
12/2008	ADPE submits to ACHE Plan and request for approval of Phase II: Administrative Separation	

Target Date	Milestone	Date Completed
1/2009	ADPE presents resolutions to the Alabama State Board of Education for (1) approval of the administrative separation into two new intuitions, and (2) approval of missions of the two institutions	
2/2009	College submits to Commission on Occupational Education accreditation application Phase III begins with College's application to Commission on Occupational Education for accreditation	
3/2009	Commission on Occupational Education conducts on-site review College submits Proposal for Institutional Establishment to ACHE for review and approval. Note: It is the intent of the ACHE staff that the notification and application submitted to the accrediting body serve as the basis of the Proposal for Institutional Establishment	
6/2009	Commission on Occupational Education grants accreditation of the Alabama Aviation College College sends notice to Commission on Colleges of Southern Association of Colleges and Schools Commission on Occupational Education accreditation of the Alabama Aviation College SACS notifies college of need to follow Substantive Change procedures for ESCC accreditation College sends notice to the U.S. Department of Education of accreditation of the Alabama Aviation College ADPE submits to ACHE documentation of Commission on Occupational Education accreditation of the Alabama Aviation College and request for approval of Phase IV: Final Notification activities	
7/2009	Final approval for establishment of institutions to the State Board of Education Notice to ACHE of U.S. Department of Education recognition of the Alabama Aviation College ACHE staff coordinates with NCES to assign reporting number for the Alabama Aviation College College notifies the Federal Aviation Administration of final recognition of the Alabama Aviation College	

V. Expand, refine and redefine the Instructional Program of EOCC into separate programs for the Alabama Aviation College and Enterprise State Community College without duplication or proliferation of programs

Two Requirements in ACHE's decision to act on the separation are guiding the US Team in meeting this planning initiative.

ACHE Requirement I: Proposed program offerings for the new entities must be clearly identified. Any new academic program proposals must undergo the regular new program review and approval process.

Alabama Aviation College

AAC will be composed of an administrative/training campus in Ozark that has a fall semester 2008 enrollment of 643; a center in Mobile with an enrollment of 179; a site in Andalusia with an enrollment of 41; and a site in Albertville which will open Spring 09 with a capacity of 200 students; and two dual enrollment high school sites. There is an immediate demand for AAC to expand its workforce development needs initiative. It is essential that AAC have the staff to open both permanent and transitory sites to meet long-term and short-term aviation training needs across Alabama.

Although not comprising a program in and of themselves, the provision of the general education course requirements for the associate degrees in the aviation programs must be considered since there are no faculty at the AAC locations who are qualified to teach these courses. The US Team recommends the creation of a linkage agreement for ESCC to offer these courses to students at the Ozark Aviation Campus. Since other campuses and sites of AAC are located near two-year colleges within the Alabama Community College System, such linkage agreements should be in place with those nearby colleges to ensure that students have the opportunity to complete the associate degree.

Enterprise State Community College

The new community college will require an expanded technical division with programs that prepare students for well-paying jobs and immediate employment. Through the College's planning process, technical programs have been identified that represent viable additions to offerings for the service area and are well within the Chancellor's priority for workforce development. Demand for these programs is evident as the Alabama Department of Industrial Relations has projected these programs to be among the fastest in growing demand through 2014.

New Programs Under Consideration
Sound and Video Technician
Medical Assistant
Medical Transcription
Pharmacy Technician
Polysomography
Dental Hygienist
AAS Health Information Technology with Accreditation
3D Simulation Modeling Technology
AAS Business Administration w/ options in
E-Commerce
Entrepreneurship
AAS Certified Networking Technology w/ option in
Cyber Security Specialist Concentration
Gaming & Simulation Concentration
Computer Graphics Concentration
Geographic Information Systems (GIS)
AAS Criminal Justice w/ options in
Forensic Science
Homeland Security
AAS Paralegal with Accreditation

The College is currently pursuing the establishment of a short-term training certificate in 3D Simulation Modeling Technology which will be modeled after the Aviation Simulation Technology (CIP 150499) in the Academic Inventory. Grant funds from the Governor's Office of Workforce Development have been requested to begin teaching the first students in this certificate beginning Spring Semester 2009. Other project applications are being developed for submission to the Region 10 Workforce Development Board for approval. The College is aware of, and abides by, the requirements and procedures for approval of new programs by ACHE.

ACHE Requirement II: The division of the existing academic program inventory must be delineated clearly. An existing academic program cannot be listed in the new inventories of more than one new institution without Commission approval of a new academic program.

The planning process for the creation of the two institutions ensures no duplication of programs and supports both the Alabama State Board's and ACHE's efforts to ensure fiscally sound use of State funds while meeting the postsecondary needs of Alabama.

The chart below shows the programs in the current academic inventory of Enterprise-Ozark Community College and to which of the new colleges the programs will be assigned. There will be no duplication of programs between the two colleges.

Program	CIP	EOCC	ESCC	AAC
Computer Science	110101	Y	Y	N
Computer Maintenance Technology	151202	Y	Y	N
Child Development	190708	Y	Y	N
Paralegal	220302	Y	Y	N
Transfer AA	240101	Y	Y	N
Transfer AS	240102	Y	Y	N
Occupational Technologies	309999	Y	Y	N
Microelectronics Consortium	419999	Y	Y	N
Criminal Justice	430107	Y	Y	N
Geographic Information Systems	450702	Y	Y	N
Health Information Technology	510707	Y	Y	N
Emergency Medical Services	510904	Y	Y	N

Program	CIP	EOCC	ESCC	AAC
Business Administration Accounting	520201	Y	Y	N
Office Administration	520401	Y	Y	N
Airframe Technology	470607	Y	N	Y
Powerplant Technology	470608	Y	N	Y
Avionics Technology	470609	Y	N	Y
Total		17	14	3

Other existing programs and training initiatives to be considered in the separation are Adult Basic Education, Community Services, and Training for Existing Business and Industry (TEBI). Currently the College operates an Adult Education Consortium to provide these programs in Coffee, Geneva, and Pike Counties and the western half of Dale County. The administrative and fiscal responsibilities for the Consortium will remain with Enterprise State Community College, and services will be provided by ESCC to the Alabama Aviation College. ESCC will also offer Community Services programs for the service area identified above. However, both colleges will operate their own programs for TEBI.

The Student Support Services program, a federally-funded TRIO program, is now available to students at the Enterprise Campus, Ozark Aviation Campus, and, to a limited extent, the Aviation Center at Mobile. Funding for the project will end August 2010. After the separation, the President of ESCC will negotiate with the TRIO program at the U.S. Department of Education to ensure that both colleges receive appropriate services, as allowed by the TRIO program.

VI. Guided by each institution's mission and goals, develop an efficient organizational infrastructure for each institution based on realistic enrollment projections and financial planning

Once the mission for each institution had been defined, one of the next tasks assumed by the US Team was the development of an administrative structure for the Alabama Aviation College. With no additional funding, and a 2008-09 budget that spends 115% of EOCC's allocation on salaries and benefits, this has been and continues to be the most challenging task before the US steering committee. To a great degree, the amount of success achieved in building the organizational infrastructure that is financially sustainable and sufficient to lead the two independent colleges will define the colleges' ability to succeed over the foreseeable future.

Realizing the priority need of providing administrative leadership with a strong instructional and aviation related background for AAC and working within budgetary confines, in September, 2008, the Interim President sought and received permission from the Alabama Department of Postsecondary Education to promote the Director of Technical Education to the position of Interim Dean of Instruction and Student Services. The US Team then reviewed the current organization chart, job descriptions of current personnel, and the requirements detailed in the Council on Occupational Education's Standard Nine: Organizational Structure to determine what positions must be in place "to promote the effective operation of educational programs and institutional services for students."¹ As a result of this analysis, new positions have been created. Two of these positions have been filled—Director of the Aviation Division and Director of the Evening and Extended Program—and the search process is progressing for

¹ Handbook of Accreditation, Council on Education Standard Nine: Organizational Structure, Criteria 6.

the position of Business Manager. The following positions have been filled through reorganizations: Coordinator of Guidance Services, Director of Institutional Research and Planning, Recruiter, and Registrar/Public Relations. Still to be sought are applicants for the positions of Human Resources Director and Administrative Assistant to the President. Either or both of these positions may be filled by additional re-organizations or transfers of personnel from other locations of Enterprise-Ozark Community College.

The organizational chart for AAC identifies two functional areas, Information Technology and the Business Operations, which will not be immediately filled. The AAC sub-committee and the US steering committee are currently investigating the feasibility of developing contractual arrangements between AAC and ESCC for these services. The contractual arrangements would give AAC an alternative financial option that will allow AAC additional planning time to secure funds to hire additional business office personnel and to purchase and install the necessary computer hardware/software for these areas.

An analysis of the organizational chart of the Enterprise Campus and Fort Rucker Site will be conducted by the aforementioned ESCC Subcommittee of the US Team. Because the College's enrollment will be reduced by one-third after the separation, this subcommittee will review current staffing patterns and the strategic needs for growth of the College to recommend to the President appropriate reorganizations to maintain high quality in services and programs.

As both US Team subcommittees continuously evaluate the organizational structures of the two colleges, efforts to balance the staffing will be made by

- opening searches internally,
- transfers and reorganizations between the units, and
- evaluating positions opened by retirements or resignations to determine if functions can be dispersed among current personnel.

The separation committees are reviewing all college functions including ones not directly addressed in this report, such as student services and instructional support services, to ensure that each college has the ability to meet its mission.

During the establishment of the organizational structures and all phases of the separation process, the colleges will be bound by Assurance #1 of the State Board Action Item for the separation.

“All personnel of Enterprise-Ozark Community College will remain employees of this institution until formal recognition of the two separate institutions is given . . . at which time they will become the employees of the separate institutions with all rights, privileges and benefits previously granted by Enterprise-Ozark Community College to include, but not limited to, seniority, retirement, and tenure.”

VII. Operate with financial responsibility and integrity

Financial responsibility and integrity have been and will continue to guide all planning and implementation phases of the separation. EOCC has a documented history of clean financial audits and it is imperative that this integrity and transparency be embedded within each institutions financial unit

Another immediate need in planning for the separation of units was the preparation of two separate budgets for the 2008-09 fiscal year. This will give reliable data as to the needs of

the two independent institutions. To determine what percent of the unified budget should be allocated to the separate colleges, EOCC personnel sought guidance from the fiscal unit of the Alabama Department of Education. EOCC personnel were instructed to use credit hour percentages. College credit hour production (CHP) by location was analyzed. This analysis shows that the locations that will be the responsibility of ESCC generated 66.38% of the CHP, and those of AAC generated 33.62%. The unified budget totaling \$11.127 million has been separated using these percentages.

CONCLUSION

The separation of units is progressing at amazing speed due to the support of the communities, local and state governments, and the students, faculties, staffs and administration of the college. By Fall Semester 2009 students will be enrolled in the college of their choice, a college capable of meeting their educational needs and preparing them for employment and advancement. Each college will be accredited and will offer a wide variety of financial aid assistance. With no additional funding a separation can be achieved, but the sustainability and growth of each college will be dependent upon securing additional funding revenues.